DOCUMENT RESUME

ED 068 025 HE 003 466

AUTHOR	Spence, T. L.
TITLE	Innovations in Upper Level Universities.
PUB DATE	3 Mar 72
NOTE	8p.; Speech presented at the Annual Meeting of the Association of Upper Level Colleges and Universities, Dallas, March 3, 1972
EDRS PRICE	MF-$0.65 HC-$3.29
DESCRIPTORS	*Educational Improvement; *Educational Innovation; *Higher Education; Innovation; *Upper Division Colleges
IDENTIFIERS	*Florida International University

ABSTRACT

Florida International University, a new upper level institution offering only junior, senior and graduate courses, is seeking to be innovative in many ways. Communications are of great importance to the University, and to enhance communication with the outside world, several pamphlets and papers are circulated periodically to explain the progress and status of the University. In addition, faculty units have been structured so that each applicant may have a counseling contract on campus before he applies. In the area of student services, application fees are waived for certain students, a computer preregistration process is being developed, and a single University Senate composed of equal numbers of students, faculty and administrators is being proposed. The University is one of the few institutions that has been operating on a computerized accounting basis from the first day of planning operation, and this has aided in planning the 2 flexible-space academic buildings that are estimated to have saved the state $5 million. In academic affairs, a credit/no credit grading system is proposed, the foreign language requirement has been dispensed with, and a performance based curriculum is presently being designed. (HS)

ED 068025

INNOVATIONS IN UPPER LEVEL UNIVERSITIES

A SPEECH GIVEN BY

T. L. SPENCE

TO

ASSOCIATION OF UPPER LEVEL

COLLEGES AND UNIVERSITIES

AT THEIR ANNUAL CONVENTION

ON FRIDAY, MARCH 3, 1972

IN DALLAS, TEXAS

HE 003 466

FILMED FROM BEST AVAILABLE COPY

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
OFFICE OF EDUCATION
THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL OFFICE OF EDUCATION POSITION OR POLICY

INNOVATIONS IN UPPER LEVEL UNIVERSITIES

INNOVATION IS A WORD THAT IS OFTEN A DESCRIPTION BUT REALLY SELDOM AN ACTION. MUCH OF WHAT WE CALL INNOVATION ARE OLD IDEAS USING NEW TERMINOLOGY... AND THAT'S ACCEPTABLE TO ME FOR MANY OLD IDEAS ARE QUITE WORTHY AND NEW TERMINOLOGY MAY FACILITATE ACCEPTANCE WHICH MAY IN TURN MAKE THEM WORK BETTER THAN EVER BEFORE. WE AT FLORIDA INTERNATIONAL ARE DOING SOME OF THAT... BUT I DON'T CALL IT INNOVATIVE....TO ME, IT'S SIMPLY PARTICIPATING IN ADVANCED ON-THE-JOB TRAINING IN "SOCIAL ENGINEERING." I PICKED UP THAT TERM WHILE PARTICIPATING IN THE LARGEST EDUCATIONAL MERGER IN HISTORY AT CASE WESTERN RESERVE UNIVERSITY IN CLEVELAND FROM 1965-71 BEFORE COMING TO MIAMI TO EXPERIENCE SOME OF FLORIDA'S "GOVERNMENT IN THE SUNSHINE."

SOME OF WHAT WE CALL INNOVATIVE TODAY, HOWEVER, IS INNOVATIVE AT LEAST IN ITS INTENT.. OR IT'S AT LEAST INNOVATIVE IN TERMS OF ITS PRIORITY, ITS EMPHASIS...MANY NEW LEADERS ARE APPEARING AND THEY BRING WITH THEM NEW COMMITMENT, NEW ENERGY AND NEW HOPE FOR CONSTRUCTIVE CHANGE. WE AT FLORIDA INTERNATIONAL ARE DOING SOME OF THAT, TOO, AND WE'VE GIVEN BIRTH TO A NEW UNIVERSITY AT A GOOD TIME, IN SOME WAYS, A TIME WHEN EDUCATION IS RIPE FOR INNOVATION AND MANY INNOVATIVE FACULTY ARE RIPE FOR A DIFFERENT CHALLENGE SUCH AS STARTING A NEW UNIVERSITY....A NEW KIND OF UNIVERSITY... AN UPPER LEVEL UNIVERSITY.

SO THAT NO CREDIBILITY GAP DEVELOPS BETWEEN US SO EARLY IN MY COMMENTS, I'LL NOT CALL THE NEW LEADERS REPLACEMENTS--I'LL CALL THEM REINFORCEMENTS.

IN MY MIND, INNOVATION DOES NOT REQUIRE A NEW IDEA BUT BEING INNOVATIVE DOES REQUIRE THE ENERGY AND COMMITMENT WHICH IS OFTEN ASSOCIATED WITH NEWNESS.

JOHN GARDNER HAS SAID, "THE PIECES OF THE EDUCATIONAL REVOLUTION ARE LYING AROUND UNASSEMBLED." WHILE WE'RE ASSEMBLING A UNIVERSITY IN MIAMI, WE'RE TRYING TO ASSEMBLE A FEW OF MR. GARDNER'S PIECES, TOO. LET ME COMMENT ON OUR ASSEMBLY PROCESS AND OUR RESULTS TO DATE. I'LL CONFINE MY REMARKS TO FOUR PRIMARY AREAS WHERE WE'RE STRIVING TO BE INNOVATIVE: ARTICULATION,STUDENT SERVICES, ADMINISTRATIVE AFFAIRS AND ACADEMIC AFFAIRS. THEN I'LL "BLUE SKY" SOME OF MY HOPES FOR FUTURE INNOVATION.

MOST UPPER LEVEL UNIVERSITIES ARE FAR MORE SENSITIVE TO NEEDED ARTICULATION BECAUSE OF THE JUNIOR COLLEGE PARTNERSHIPS WHICH CHARACTERIZES THE 2+2 EDUCATIONAL PROCESS, OR MAYBE WE'D BETTER START THINKING OF IT AS THE 1.5+1,5, OR BETTER YET, SIMPLY LOWER + UPPER DIVISION. AT FLORIDA INTERNATIONAL OUR ARTICULATION INNOVATIONS START WITH STRUCTURE-- FOR OUR PRE-OPENING YEAR, WE PLACED MY OFFICE IN THE DIVISION OF UNIVERSITY RELATIONS TO EMPHASIZE THE COMMUNICATION ASPECT NECESSARY TO START UP. FOR OUR OPENING YEAR AND FUTURE ARTICULATION FUNCTIONING, WE MAY MOVE THE OFFICE AND FUNCTION INTO EITHER THE ACADEMIC DIVISION OR POSSIBLY STUDENT SERVICES, BUT OUR COMMUNICATIONS PHILOSOPHY IS SET--WE TRY TO BE MORE RECEPTIVE TO PEOPLE WHETHER THEY'RE JUST INTERESTED IN GENERAL INFORMATION ABOUT THE UNIVERSITY OR ARE APPLICANTS. OUR OFFICE HAS A TOTAL PUBLIC SERVICE ORIENTATION IN TERMS OF INFORMATION. WE HAVE ALL PEOPLE INTERESTED IN THE UNIVERSITY

FILL OUT A QUESTIONNAIRE CARD TO PLACE THEM ON OUR COMPUTERIZED MASTER INQUIRY LIST OF PEOPLE WHO WISH TO BE KEPT INFORMED ABOUT OUR DEVELOPMENTS. ALL PEOPLE ARE POTENTIAL STUDENTS IF YOU PROVIDE AN EDUCATIONAL SERVICE THEY NEED.WE HAVE RECEIVED NEARLY 13,000 OF THESE CARDS TO DATE AND WE DON'T SIMPLY COUNT THEM AND FORGET THEM.

A MONTHLY NEWSLETTER WHICH WE CALL THE ARTICULATOR IS SENT TO ALL THESE INTERESTED PARTIES TO KEEP THEM INFORMED SO THEY CAN MAKE A JUDGMENT ABOUT IF AND WHEN THE UNIVERSITY CAN SERVE THEM. IT ALSO PROVIDES US WITH A RESPONSIVE SAMPLE OF OUR PUBLIC SINCE OVER 80% OF OUR INQUIRIES ARE FROM OUR COUNTY--DADE COUNTY, WE'RE CONVINCED THAT THIS CONTINUOUS INFORMATION DISSEMINATION IS ONE REASON WHY WE HAVE RECEIVED OVER 3,300 APPLICATIONS FOR ADMISSION ALREADY THIS SPRING AND THIS IN A STATE WHERE JUNIOR YEAR TRANSFER APPLICANTS USUALLY APPLY LATE IN THE SPRING.

WE ALSO ARE STRUCTURING OUR FACULTY UNITS SO THAT EACH ONE HAS ITS OWN STUDENT COUNSELING CONTACT PERSON WHO WILL TALK WITH STUDENTS BEFORE THEY APPLY NOT ONLY AFTER THEY APPLY.

LIKE MANY UPPER DIVISION INSTITUTIONS, WE'VE DEVELOPED A CURRICULUM GUIDE FOR JUNIOR COLLEGE COUNSELORS BASED UPON THE LATEST INPUT FROM JUNIOR COLLEGE ACADEMIC ADVISORS AS TO WHAT THEY NEED TO KNOW. GUIDES OF THIS TYPE MUST BE SPECIFIC BUT NOT DICTATORIAL. WE THINK OUR GUIDE IS JUST THAT AND IF OUR JUNIOR COLLEGE COLLEAGUES USE IT THIS YEAR AND AGREE, THE GUIDE MAY QUALIFY AS HAVING AN INNOVATIVE APPROACH.

IN STUDENT SERVICES, WE'RE TRYING TO ELIMINATE APPLICATION FEES FOR SPECIAL STUDENTS. WE'RE STRIVING TO WORK IN CONCERT WITH OUR REGIONAL JUNIOR COLLEGES TO DEVELOP FOUR-YEAR FINANCIAL AID OPPORTUNITIES TO

EASE THE TRAUMA FOR HIGH SCHOOL STUDENTS FACING A LOWER-DIVISION/UPPER-DIVISION PROCESS, AND WE'RE DEVELOPING A COMPUTER PRE-REGISTRATION PROCESS WHICH LETS THE FREQUENCY OF STUDENT PREFERENCE, NOT FACULTY PREFERENCE, DECIDE WHAT DAYS AND TIMES CLASSES ARE TO BE TAUGHT TO THE EXTENT FACILIT UTILIZATION WILL ALLOW. FURTHER, WE'RE PROPOSING TO SET UP OUR COUNSELIN CENTER TO ALSO WORK OFF CAMPUS IN SUBSTATIONS NEAR WHERE MOST OF OUR STUDENT LIVE AND WORK. STUDENTS WILL BE INTERESTED IN THE TOTAL UNIVERSITY GOVERNANCE WE'RE PROPOSING - A SINGLE UNIVERSITY SENATE WITH EQUAL NUMBERS OF STUDENTS, FACULTY AND ADMINISTRATORS - ALL WITH FULL VOTING POWER.

IN ADMINISTRATIVE AFFAIRS, WE'VE HAD AN EXCELLENT TRACK RECORD SO FAR PRIMARILY DUE TO AN OLD IDEA WHICH WE SOMETIMES THINK IS INNOVATIVE NOWADAYS--VERY HARD WORK. OUR VICE PRESIDENT SAYS, "WE DON'T HAVE TIME TO FAST-TRACK BUILDINGS--THE BUILDING GOES FASTER BUT THE PLANNING TAKES TOO LONG." WE HAVE OVER $20 MILLION WORTH OF BUILDINGS IN THE WORKS AND WE HAVEN'T YET ENROLLED OUR FIRST CLASS. IN THIS PROCESS, WE'VE SAVED THE STATE OF FLORIDA $5 MILLION.

WE'RE ONE OF THE FEW INSTITUTIONS WHICH HAS BEEN OPERATING ON A COMPUTERIZED ACCOUNTING BASIS FROM OUR FIRST DAY OF PLANNING OPERATION BACK IN 1969. WE'VE HAD GREAT SUCCESS APPLYING A "FLEXIBLE SPACE" CONCEPT IN OUR FIRST TWO BUILDINGS WITH VERY LITTLE SPECIAL PURPOSE SPACE. OUR MODULAR CONSTRUCTED PLANNING BUILDING WAS BUILT IN 90 DAYS AT A COST OF $10.00 PER SQUARE FOOT AND WE'VE SAVED LARGE SUMS OF MONEY BY PURCHASING SOME DOUBLE-WIDE TRAILERS WHILE LEASING OTHERS ON A SHORT-TERM BASES.

WE'LL HAVE FLORIDA'S FIRST REGIONAL COMPUTING CENTER ON CAMPUS WITH A UNIVAC 1106 SERVING SEVERAL STATE UNIVERSITY CAMPUSES IN THE SOUTHEAST FLORIDA REGION.

WE HAVE ONE REQUISITION FORM FOR EVERYTHING AT FLORIDA INTERNATIONAL, NOT THE PROLIFERATION OF FORMS WHICH PLAGUE SOME INSTITUTIONS. WE'RE ALSO NOT GETTING INTO MANY BUSINESS FUNCTIONS WHICH CAUSE HEADACHES FOR MANY OF OUR COUNTERPARTS. WE'RE CONTRACTING OUT THE FOOD SERVICE, BOOK-STORE, AND PROFESSIONAL HEALTH AND COUNSELING SERVICES AND WE'LL NOT HAVE ON-CAMPUS DORMITORIES.

OUR RELATIONSHIP TO PRIVATE DEVELOPERS AROUND OUR CAMPUS SITE IS SOMEWHAT UNIQUE. OUR VICE PRESIDENT MEETS WEEKLY WITH THE PLANNING AND ZONING BOARDS AND ALMOST THAT OFTEN WITH THE LANDOWNERS AND DEVELOPERS TO COOPERATE IN DEVELOPING THE AREA TO SERVE OUR STUDENTS AND ALL RESIDENTS AS WELL.

WHEN WE GET TOGETHER SOME ACCOUNTING FACULTY TO PROVIDE SOME COMMUNITY SERVICE FOR A STRIVING GHETTO BUSINESS FIRM, WE ALSO INCLUDE OUR ADMINISTRATIVE ACCOUNTANTS TO FACILITATE REAL COMMUNICATIONS AND THE DEVELOPMENT OF PRACTICAL SUGGESTIONS.

IN ACADEMIC AFFAIRS, WE'RE PROPOSING TO USE A CREDIT/NO CREDIT GRADING SYSTEM FOR ALL STUDENTS AT ALL LEVELS. WE'VE ELIMINATED THE FOREIGN LANGUAGE REQUIREMENT AND ARE DESIGNING PERFORMANCE BASED CURRICULUM, MOST OF WHICH HAVE SOME DEGREE OF INTERNATIONAL EMPHASIS. MANY OF THESE PROGRAMS CAN AWARD SOME CREDIT FOR WORK EXPERIENCE AND MOST OF THEM ARE PROVIDING FOR ADDITIONAL REAL-LIFE "WORK INTERNSHIPS" FOR OUR STUDENTS.

IN ADDITION TO STRUGGLING WITH THE DEVELOPMENT OF "DEGREE CONTRACTS" FOR OUR PERFORMANCE BASED CURRICULUM CONCEPTS, WE'RE HOPING TO PLACE

OUR FACULTY ON A PERFORMANCE EVALUATION TYPE OF CONTRACT, TOO. FORTUNATELY FOR US, WE'RE ATTEMPTING THIS AT A TIME IN HISTORY WHEN MANY OF THE BEST TEACHERS ARE WILLING TO RISK BEING EVALUATED AND THEY ARE AVAILABLE.

WE'RE PLANNING THE DEVELOPMENT OF A BACHELORS OF GENERAL STUDIES DEGREE PROGRAM SIMILAR TO THAT AT THE UNIVERSITY OF MICHIGAN AND HAVE RECENTLY BEEN APPROVED BY THE FLORIDA BOARD OF REGENTS TO ADMINISTER THE STATE UNIVERSITY SYSTEM EXTERNAL DEGREE PROGRAM FOR THE STATE. THIS IS A UNIQUE, NON-RESIDENTIAL PROGRAM WHICH RELIES UPON A PROGRAM OF INDEPENDENT STUDY AND WILL BE OPERATIONAL THIS FALL.

WE'RE ALSO WORKING IN CONCERT WITH OUR REGIONAL COMMUNITY COLLEGES TO ALLOW US TO ACCEPT ASSOCIATE IN SCIENCE DEGREE HOLDERS AND PROVIDE THEM WITH A PROGRAM LEADING TO A FULLY ACCREDITED BACHELOR'S DEGREE. IF HIGHER EDUCATION IS TO LIVE UP TO ITS ETHICAL RESPONSIBILITY TO STUDENTS, WE MUST TEAR DOWN THE BARRIERS THAT OUR CATEGORIZED CURRICULUM AND DEGREE PROGRAMS PLACED BEFORE STUDENTS WHO CHANGE THEIR CAREER OBJECTIVES.

WE AT FLORIDA INTERNATIONAL HAVE ALSO GIVEN NEW EMPHASES TO CONTINUING EDUCATION BY MAKING IT AN OPERATIONAL UNIT FOR NON-CREDIT WORK TWO YEARS BEFORE WE'RE OPENING OUR DOORS. THIS UNIT HAS EQUAL STATUS WITH ALL ACADEMIC UNITS, REPORTS DIRECTLY TO THE PRESIDENT, AND HAS ALREADY SPONSORED HUNDREDS OF CONFERENCES AND RECEIVED HUNDREDS OF THOUSANDS OF DOLLARS IN GRANTS. THEY ADMINISTER OUR URBAN AGENT PROGRAM WHICH IS A MODERN VERSION OF THE OLD "AGRICULTURAL EXTENSION AGENT" ORGANIZATIONS THE FARM LAND GRANT COLLEGES. OF COURSE, WE AT FIU UNIVERSITY HAVE MUCH WORK AHEAD IN MAKING ALL OF THESE A COMPLETE REALITY-- AND